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11 March 1991

NOTE FOR: DDCI

FROM: Daniel A. Childs, Jr.

SUBJECT: Study Group on Intelligence in the 1990s

Dick:

1. As we discussed, attached is a proposed outline for proceeding with the study on how intelligence should be postured to accommodate the challenges of the 1990s and beyond. I have purposely removed any mention of the term "reorganization" and renamed the study the "Intelligence Community in the 1990s" to ensure that all aspects of the issue--and more than one viable alternative--are considered.

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2. The package contains four parts:

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- A strawman terms of reference summarizing proposed objectives and approach.
- A schedule highlighting major milestones and timing of interim feedback to you and program managers.
- A strawman list of current and former government officials whom the study group would potentially interview.
- A list of candidates from which to select additional study group members.

3. In my discussions with a variety of people during the past week, it became apparent to me that some useful efforts to streamline operations are already underway in a number of agencies and that it would be wise--both politically and substantively--to review these efforts as part of this study. Moreover, this will serve to highlight the fact that the Community has taken action both in response to and independent of congressional admonitions.

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4. As I indicated to you in some of our earlier discussions, I believe it would be useful to add some additional study group members to those you have already identified. I have broken the list of potential candidates into several categories and listed the names in priority order within each category. You need not feel compelled to select one from each group, since many of these people could address issues in any number of areas.

5. Once you have decided on the membership and contacted all of the people involved, I will convene the group and hold periodic meetings at both the IC Staff, Headquarters and at a local contractor facility rather than CIA Headquarters because it will serve to distance the effort from CIA. In order to complete the task by the end of May, I expect the task force members will have to be prepared to commit two or three days per week of their time.

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6. In the meantime, I suggest that we select a forum in which to announce all of this to the Community program managers. I recommend that you schedule a meeting with them as soon as possible so that we can make them aware of the objectives of the study and how we plan to proceed. At that time, I would appreciate your sharing your thoughts with them on the importance of this undertaking.


Daniel A. Childs, Jr.

Attachments:
As stated

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Attachment

Intelligence Community in the 1990s
Study Group
Terms of Reference

Objectives:

- Examine alternatives for enhancing the Intelligence Community's ability to fulfill its future missions.
- Examine alternatives for enhancing the DCI's role in managing/directing the Intelligence Community.

Approach:

- Review existing and ongoing plans/studies.
- Hold discussions with key people/groups both within/outside government.
- Identify major issues/problem areas.
- Identify alternatives for improvement.

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Attachment

Schedule

4 - 8 March	--	DCI announces study
	--	Develop implementation plan
	--	Identify study group members
11 - 15 March	--	DCI contacts study group members
	--	Distribute strawman terms of reference/schedule
18 - 20 March	--	Convene study group
	--	Establish terms of reference/approach
	--	Assign tasks
21 March - 19 April	--	Review existing and ongoing plans/studies
	--	Conduct interviews
	--	Identify major issues/problem areas
22 - 26 April	--	Prepare and issue interim report
29 April - 3 May	--	Receive feedback on interim report
6 - 17 May	--	Resolve outstanding issues
	--	Draft final report
20 - 24 May	--	Coordinate draft
30 May	--	Issue final report

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Attachment

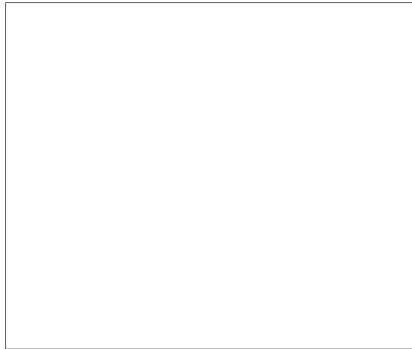
Intelligence Community in the 1990s
Study Group
Potential Interviewees

Government

Consumers

Bob Gates
Bob Kimmett
Paul Wolfowitz
Adm. David E. Jeremiah
Rich Armitage

Intelligence Community

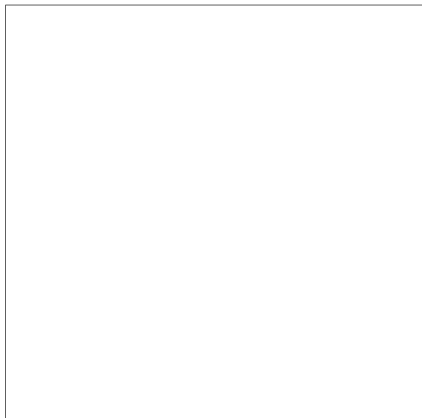


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Other

PFIAB
OMB
Oversight Committees

Former Government



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Attachment

Intelligence Community in the 1990s
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Additional Candidates

Military Intelligence

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National Reconnaissance

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Special Operations

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Countermeasures

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Generalists

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Executive Secretary

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